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PERSONNEL information letter

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VOLUME I

SEPTEMBER

NO. 5

AUTUMN MEANS

TRAINING TIME

FOUR SCHOOLS MAKE UP OFFICE OF TRAINING

In recognition of the fact that training is an essential part of your career development, you will find that the Office of Training is never far removed from you and your job. This Office has patterned its organization along university lines.

The Basic School is responsible for all basic intelligence, management and administrative training. It is under the direction of this School that all new employees receive their induction training.

The Intelligence School has in its curricula those courses concerned with the processes of intelligence.

The Language and External Training School is developing a valuable new program in area instruction. Foreign language instruction and external training arrangements complete its responsibilities.

The Operations School is set up primarily for the training of DD/P personnel.

To complete the picture of OTR, you find three staffs binding the schools together by providing the necessary administrative and instructional support; these staffs are Plans and Policy, Assessment and Evaluation, and Support.

All over the country the coming of autumn brings back school days. While for most of us our high school or college days are past, now is the time to realize that we are never too old to learn.

This is especially true in our Agency, where the greatest personnel need is for more highly trained people. Ask yourself what you need to know to improve your performance on your job. What training would qualify you for a better job?

This issue of the Personnel Information Letter is devoted largely to describing the facilities offered by the Agency's Office of Training. Articles will be found containing information about language courses, clerical skills training, career development programs, and supervisory training.

If the back-to-school bug has bitten you, now is the time to talk to your supervisor about the training you need.

"In all things, success depends upon previous preparation, and without such preparation there is sure to be failure."

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Page 3

Book Nook

... "Selecting and Developing First-Line Supervisors," George D. Halsey,

(Harper and Brothers, 1955)

The author believes that many supervisors are using outmoded techniques in dealing with employees. It has been his experience, however, that most supervisors are willing to accept new ideas and methods which prove helpful in dealing with human relations problems.

He describes a course given to Detroit Edison supervisors at all levels that they might "get a fuller understanding of the values of the democratic processes and be encouraged to try them on the job." Twelve sessions were held under the direction of Dr. Norman Maier, Professor of Psychology at the University of Michigan, with topics ranging from "An Analysis of Leadership" to sessions on Attitudes, Frustration, and Motivation. This basic course was followed by a continuing series of regular supervisory conferences.

Halsey strongly recommends the use of the CASE METHOD and ROLE PLAYING in training supervisory groups. The role playing technique permits "actual testing, in experimental fashion, of various approaches to concrete situations involving relations between people."

Halsey concludes with a quotation by Lawrence A. Appley, President of the American Management Association: "The most vital spot in management is the point of contact between worker and boss . . . the point of greatest return is the relationship that exists between supervisor and supervised at all organizational levels from day to day. This is the point at which one can take the temperature of the effectiveness of management . . . More attention should be paid to making this relationship constructive at all levels than to any other activity."



NOTE: (The following ads, taken from Harper's Weekly and The New York Illustrated News, should be of interest to our clandestine brethren. The representation and availability of these goods and services cannot be guaranteed by this paper.)

(For those heading East -
or just anywhere)

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HASHEESH CANDY - THE ARABIAN

"GURJH" OF ENCHANTMENT CONFECTIONIZED, - HASHEESH IS CHARACTERIZED BY THE MOST REMARKABLE PHENOMENA, PHYSICAL AND SPIRITUAL. A BEAUTIFUL AND HARMLESS SUBSTITUTE FOR LIQUORS OR OPIATES. CURES NERVOUSNESS, MELANCHOLY, DEBILITY, CONFUSION OF THOUGHT, ETC. A CERTAIN CURE FOR CHILLS AND FEVER, FAR BETTER THAN QUININE, AND WITHOUT THE LEAST BAD AFTER EFFECTS. PRICE 25 CTS, 50 CTS, AND \$1 PER BOX. STAMPS EXTRA FOR POSTAGE OR EXPRESS: FULL DIRECTIONS ACCOMPANYING EACH PACKAGE. ALSO, WILL BE SENT WITH EACH \$1 PACKAGE, A COPY OF THE BEAUTIFUL STORY OF "ARRABACES, PRINCE OF SCINDE, OR THE SECRET OF HAPPINESS." IMPORTED ONLY BY THE GUNJAH WALLAH COMPANY, 476 BROADWAY.

(NYIN, 23 August 1862, p. 254)

(You can't hardly beat this)

U. S. PASSPORTS

Obtained in 36 to 48 Hours
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O. WITTE,

Office of the N. Y. Criminal

Zeitung, 40 John Street

(NYIN, 23 August 1862, p. 255)

(TSS exposed)

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How to write INVISIBLE Letters. Magic Inks, "Cyphers," &c. Full expose, just issued. Price 25 cts. Mailed sealed. Address "Publisher," Hinsdale, N. H.

(HW, 24 June 1865, p. 399)

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Page 4

YOUR HEALTH AND WELFARE IS CONCERN OF ICD

The Insurance and Casualty Division urges you to consider the value of surgical coverage as well as hospitalization coverage. Their statistics prove that very frequently a claim settlement only under hospitalization is grossly inadequate. Combined with surgical coverage, however, the settlement would be complete and very often covers the entire bill. This fact refers to Group Hospitalization Incorporated (Blue Cross, Blue Shield) since they issue the contract separately while under the Mutual of Omaha Hospitalization Plan, the coverage always combines both hospital and surgical.

ICD is still receiving a great many questions regarding the comparative merits of these two hospitalization and surgical plans. For a detailed comparison of the two plans, read CIA Notice [REDACTED]

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PAYROLL DEDUCTION PLAN

Insurance plans paid on a monthly basis may have premiums collected on the payroll deduction plan in all cases where the employee is being paid from unvouchered funds. Employees being paid from vouchered fund, however, must remit premium payments by check, either paid in person or through Agency mail, or by cash (in person - no cash by mail, please).

PREMIUM PAYMENTS

Employees owning any of these insurance benefits are reminded of the time-saving value of remitting premium payments either quarterly, semi-annually, or annually rather than on a monthly basis. This time-saving method is also helpful from the standpoint of lapsing a policy which is paid only on a monthly basis.

(Continued next column)

HOSPITALIZATION CONVERSION

Employees insured under the Mutual of Omaha Hospitalization Plan may now, if they are retiring or resigning from the Agency, convert their policies to the new hospitalization conversion plan in Room 144 Curie Hall. This will save both inconvenience and time for the employee who would otherwise have to make the conversion at the office of the Mutual Benefit Health and Accident Association located at 18th and M Street in Washington, D. C.

* * * * *

PEOPLE WORRY MORE ABOUT WHAT'S GOING
TO HAPPEN THAN WHAT HAS ALREADY HAPPENED



"If you do your job today, to the best of your ability, it won't give you any trouble tomorrow." Worrying about what is going to happen is probably the most useless occupation in which a person can engage. Planning, however, for what is going to happen is a constructive occupation, after you've done some good thinking.

D/PERS BRIEFS AGENCY
RESERVISTS

Mr. Harrison G. Reynolds, Director of Personnel, was one of the principal speakers at the first Agency Reserve meeting after the summer layoff. Stating that "The Key to our reserve training program is the establishment of specific training requirements based upon tables of organization approved to implement war plans," he brought Reservists up to date on recent developments influencing the attainment of this goal. Topics touched upon were: (1) CIA's military mobilization requirements, (2) reserve policies of the Army, Navy, and Air Force, and (3) reserve legislation passed by Congress.

A transcript of Mr. Reynolds' talk may be obtained by calling Miss [REDACTED] x8355, Military Personnel Division.

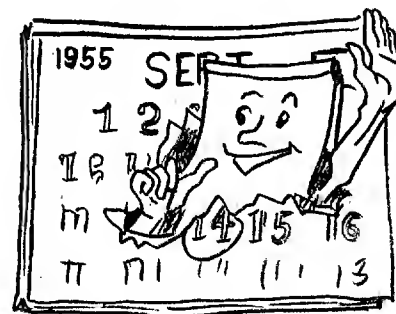
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AUTUMN MEANS TRAINING TIME

(See Front Page)

TARGET: FEWER REPORTS, BETTER REPORTS,
AT LESS COST

We all recognize that administrative reports are essential to our support mission. But often we fail to question whether the continued submission of a report is necessary, or if the information is needed, whether the report could be improved. Periodic reappraisals are necessary because of changing conditions or changing requirements.



Analyzing the character of a report is usually simply getting answers to a few questions. You will find these questions, together with other interesting material on analyzing reports, in the attached pamphlet. Call x3862 if you wish additional copies.

HUMAN RELATIONS TRAINING OFFERED AGENCY SUPERVISORS

In the summer of 1952, two apparently unrelated activities within the Agency pointed to a chronic ailment. One of these was the ineffective use of the Personnel Evaluation Report; the other, reports from exit interviews. These symptoms plus others of a less tangible nature were indicative of an administrative disease. It was diagnosed as supervisory ineptitude.

In the fall of that year, a specialist in supervisory training was called in by the Director of Training to establish what was known as the Human Resources Program. It began as a four-hour training session, customer-tailored to the needs of each division.

Within a fifteen-month period, over 900 supervisors participated in this program. There emerged two clearly defined areas of training need: The supervisor concerned with immediate supervision at the first working level, and the supervisor who must deal with other supervisors above and below him - "middle management."

To fill this need, two courses were developed. One was designed to orient the supervisor to the responsibilities and authority which are characteristic of first-line supervision throughout the Agency. This course is known as "Basic Supervision" and requires 40 hours of class attendance over a two-week period. The course assumes that most students are carrying their own production workload and that supervisory responsibilities are in addition to, and not in place of, their production assignments. The students in the second course, entitled "Basic Management," are assumed to have at least one lower echelon of supervisors under their direction; for example, section heads. The time spent in training is identical to the Basic Supervision Course.

HOW OTR CIRCULATES INFORMATION - THE TLO SYSTEM

How does the Office of Training disseminate information concerning its courses of instruction, and how can you use this information? First, keep in mind that the Training Liaison Officer is your principal channel of communication with OTR.

Training Liaison Officers (TLO's) have been appointed in most components of the Agency to interpret training requirements in terms of the career plan approved for you and to assist OTR in determining training needs. TLO's also act as distribution centers for OTR announcements of courses, course outlines, and class schedules of special courses. Another TLO duty is to assist you in enrolling in a course once your training request has been approved by your supervisors.

All information concerning courses offered by OTR may be found in a series of catalogues made available to you through your TLO: OTR Catalogue of Courses 100-1 is designed for DD/P use; 101-1 for DD/S and DD/I.

In many cases, prerequisite courses have been established for the more advanced instruction. In these catalogues, you will find all administrative details relating to enrollment fully explained and additional information may be obtained from your supervisors and TLO.

When considering Agency training and your career development, think of this triumvirate: (1) YOU, (2) your SUPERVISOR, and (3) your TLO. This is the group that decides WHAT training you should receive.

YOU WILL RECEIVE THE PERSONNEL INFORMATION LETTER EACH MONTH. IT IS OUR INTENTION TO PROVIDE YOU (ALL SP AND SELECTED SA DESIGNEES IN HEADQUARTERS) WITH THE LATEST INFORMATION ON PERSONNEL ACTIVITIES AND TECHNIQUES OF COMMON CONCERN. YOU MAKE THE NEWS. TELL US WHAT YOU ARE DOING. SEND NEWS ITEMS AND ARTICLES TO THE OFFICE OF THE DIRECTOR OF PERSONNEL, 2 D CURIE HALL, ATTENTION: MR. [REDACTED]

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CONFIDENTIAL
(FOR CIA INTERNAL USE ONLY)HOW WIDE THE GAP BETWEEN YOU AND
THE INTELLIGENCE PRODUCER?

(Editor's note: We asked an individual who has had both substantive and administrative experience with CIA, to write on an outstanding problem which he felt has been mitigating against successful intelligence administration. He chose the following problem - "How Wide The Gap Between You And The Intelligence Producer?")

Since intelligence by its nature is complex, constantly preoccupied with "flaps" and with speed afoot, it can only perform successfully when the operating parts of the organization are fully cognizant of the problems and procedures of units which must intertwine. Research of any kind cannot be successfully conducted when the people involved are at arm's length. It is axiomatic that informality and research go hand in glove. Is intelligence an exception to this founded research axiom?

Presupposing that a staff exists for the purpose of servicing the intelligence producing components, why is it a common complaint that administrators, supervisors and personnel men do not really know nor do they attempt to understand the work and the problems confronting the intelligence units they are servicing? There often exists a considerable breach between the staff and the intelligence producer. In such cases, esprit de corps has become nonexistent; supervisors and administrators have been surprised to find antipathy, surprised to find ill-founded accusations and rumors regarding themselves or their staffs, shocked to learn that their enunciated policies are misinterpreted, and even surprised to find that they have individuals under them who cannot even recognize their immediate bosses!

This difficulty is nothing new. "In-box-itus" is this malady which renders us all in fixed, immobile positions at our desks. The cure? You simply must force yourself to

(Continued next column)

MORE TRAINING FOR OP
EMPLOYEES

Today the average Office of Personnel employee is receiving more training than ever before.

A comprehensive report, prepared on training within the Office of Personnel covering the period 1 September 1954 to 15 July 1955 shows: 336 OP enrollments for training courses, approximating 14,000 hours of instruction.

Two-color charts, supplements to the original report, will be made available to you for the asking; call Miss [REDACTED] x4353. These charts illustrate clearly the impact of training on the Office of Personnel during the past 10 1/2 months 25X1A9a

get up and trundle over to the unit you serve and talk about a mutual problem. You must give the intelligence producer a chance to pitch a question or "unload" on something with which you both are concerned. Take fifteen minutes out of your day. This will be time well spent. Difficulties and suspicions disappear miraculously. The staff member, formerly regarded as either an unknown entity or an ogre, usually turns out to be an intelligent human being concerned with getting the best job done.

When did YOU check in person with the unit you must service? When did YOU, an office director, an executive officer, an administrative officer, a personnel officer, last visit another office, a branch chief, a section chief, an analyst about his work? Do these people even know you?

Take the cure, get up and go, it doesn't hurt. The results will astound you.

/s/

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CIA LIBRARY OFFERS YOU NEW SERVICES

During the past summer CIA Library has completed a series of faceliftings in 4th Wing, "M" Building, to provide Agency employees with a larger and quieter reading room, display space for an extensive collection of encyclopedias, dictionaries, telephone directories and similar research aids and open-stack access to the central book collection. If your fall plans include time for professional reading, put a visit to the Library on your calendar now. The following branch libraries have also been established for your convenience:

Branch #1, 1403 K Bldg., x8023
(serves I, J, K, & L Bldgs.)

Branch #2, 2100 Alcott, x3333
(serves Office of Training)

Branch #3, 1017 J Bldg., x3360
(serves the Medical Office)

25X1A Branch #4, 2224 [REDACTED] x548
(serves OO/FDD and provides service to the collection of foreign publications - particularly the "exotic" languages using a non-Roman alphabet)

Branch #5, 1809 Barton Hall, x4267
(serves Office of Scientific Intelligence)

If you know the author's name and book title, or the date and volume number of a periodical, simply call the Main Library, x3505, for book-by-Agency-mail service. For government publications not on hand, a publications procurement service is available, but requests for purchase of publications must be approved by the CIA Document Procurement Committee Member representing your office. For information about this service, call x8695.

Assistance in locating information on a particular subject can be obtained by calling x2457, or by going to the Reference Branch
(Continued next column)

CIA Library Continued . . .

in Wing 4, "M" Building.

Your library contains classified publications (intelligence community information reports, finished intelligence, etc.), unclassified standard reference materials, publications of learned societies, scientific and technical books, foreign language dictionaries, books on travel, economics, and history. And for your leisure reading requests, "spy stories," and many popular magazines are available. A shelf of new and significant books is on display at the information desk in all the branches and in the Main Library.

In future articles, we plan to present in more detail some of the library services of interest to you, including publications of the Library, inter-library loan facilities, the Intelligence Publications Index, and the microfilm program. And watch for brief reviews of the most outstanding books newly acquired by your CIA Library.

PED OFFERS SALARY - WAGE ADMINISTRATION COURSE

The Personnel Evaluation Division of the Office of Personnel will conduct a two-week training course in "Salary and Wage Administration" next month.

The first course will be held mornings beginning 3 October and will be limited to a group of ten since most of the material will be presented in seminar form. Repeat courses are planned. For further details, call Mr. [REDACTED] x8630.

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Page 9

QUAL. REGISTERS - AIDS TO PROPER PLACEMENT

There is a set of books in the Personnel Assignment Division that provides a solution to the problem of finding the right man for the right job. No matter what unlikely combination of qualifications an imaginative operating official might devise, these books may give him the name of an applicant or employee to meet his requirements.

These volumes, located in the Qualifications Analysis Branch, are called "Qual. Registers." How does the system work? Very simply, all applicants' and employees' qualifications are dehydrated into groups of code numbers. The codes are broad to allow for a chance pigeon-handler or do-it-yourself gadgeteer. Each employee and applicant is represented by a numerical profile. An IBM machine then sorts and gathers these profiles into groups.

How does this fit into the management picture? All a Placement Officer need do is tell the Qualifications Analysis Branch what kind of man he wants, and what kind of job he wants done, and QAB does the rest.

Potential uses for the registers are endless. For example, in the event of mobilization, the qual. registers will provide lists of qualified applicants from as far back as 1948 - all information current, of course.

It is not too far in the future to visualize complete automation of QAB. Some day a Placement Officer may punch his requirements into a paper tape, feed it into a machine, and before he can get to the other end, a list of candidates will appear.

* * * * *

VARIED CAREER DEVELOPMENT PROGRAMS OFFERED IN CIA

The Junior Career Development Program is administered by the Office of Personnel. This program is designed to develop a reservoir of competent junior executives among the present employees of the Agency. It was established in 1954 and is highly competitive and selective in character. Qualified candidates are screened quarterly by a Career Development Committee. It should be noted that this program is conducted for CIA employees who have demonstrated their qualifications while in the employment of the Agency.

The Junior Officer Trainee Program, frequently confused with the JCDP, is administered by the Office of Training. OTR initiated this program in 1951 to bring to the Agency people with exceptional qualifications and train them prior to their assignment. These individuals are evaluated carefully throughout their training period with their initial assignment arranged by OTR as the first step in their career development.

A LOOK AT SERVICES

Do you have a house, a couch, slide-rule, old toys, bric-a-brac to sell?

Services Branch of the Office of Personnel can aid you through your use of existing bulletin boards. Results have proven to be excellent and there is no cost to you.

It pays to advertise, but costs you nothing to call "Services", x2144.

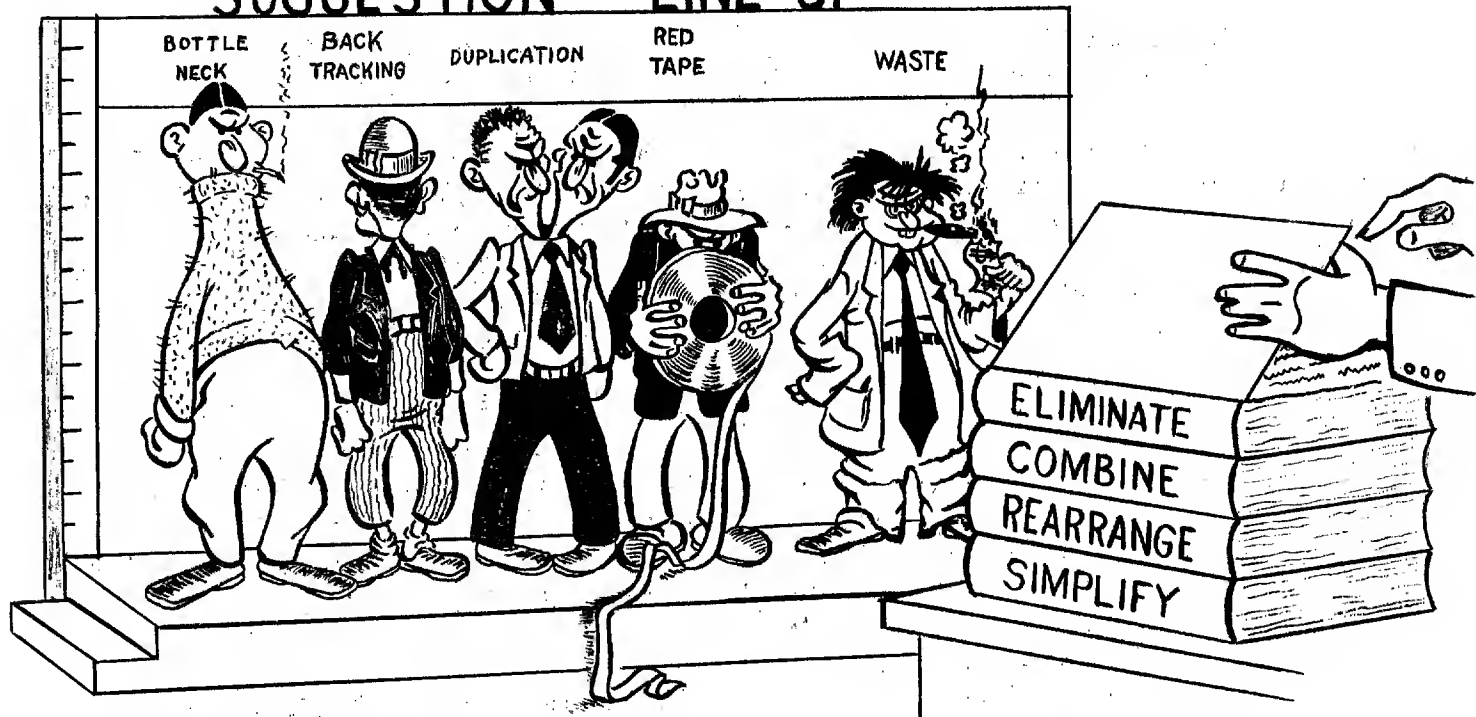
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SUGGESTION LINE UP



IF YOU CAN FINGER ANY OF THESE HOODS,
REPORT TO THE INCENTIVE AWARDS STAFF
(EXT. 2709) AND COLLECT YOUR REWARD.

EOD CLERICAL TRAINING

EOD training for new clerical employees is an established policy of the Agency. Two phases of instruction make up its program.

The first of these takes the new employee through "Clerical Induction" while in the Interim Assignment Branch of the Office of Personnel. Skills in typing and shorthand are refined; the fundamentals of English are reviewed and lectures in geography are provided.

For three days preceding her actual placement on the job, the graduate from the "pool" attends the Clerical Orientation Course. This is the first experience with classified material since the instruction reviews general Agency structure, office procedures, correspondence, format, and

(Continued next column)

TYPING TRAINING OFFERED PROFESSIONAL EMPLOYEES

A program of considerable interest is a "non-clerical" basic typing course. Last year two courses lasting 8 weeks each were given. The 25-30 persons attending these classes were professional people who were willing to spend extra time developing their typing skill. This course is designed for people who find that typing ability is a valuable asset in their day-to-day work ranging from informal memos to staff studies.

CIA's position in the Intelligence Community.

This combination assists the new employee to become adapted rapidly to her first assignment in the Agency.

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